



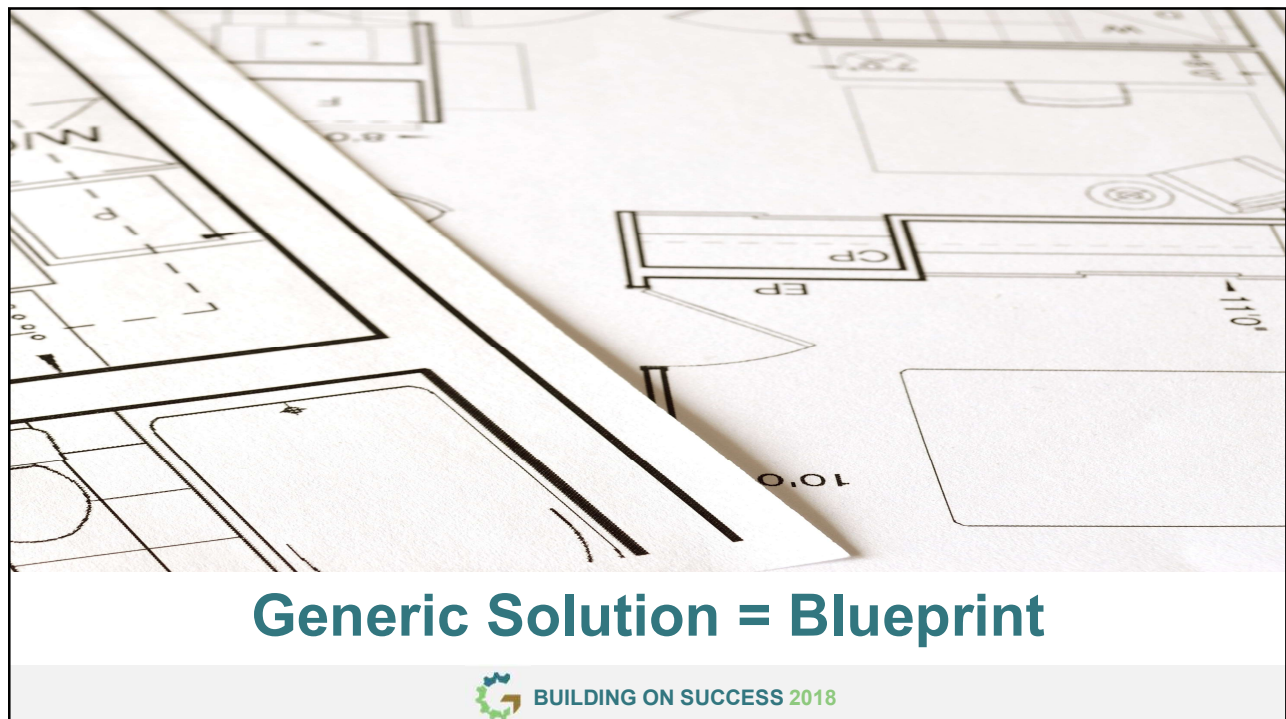
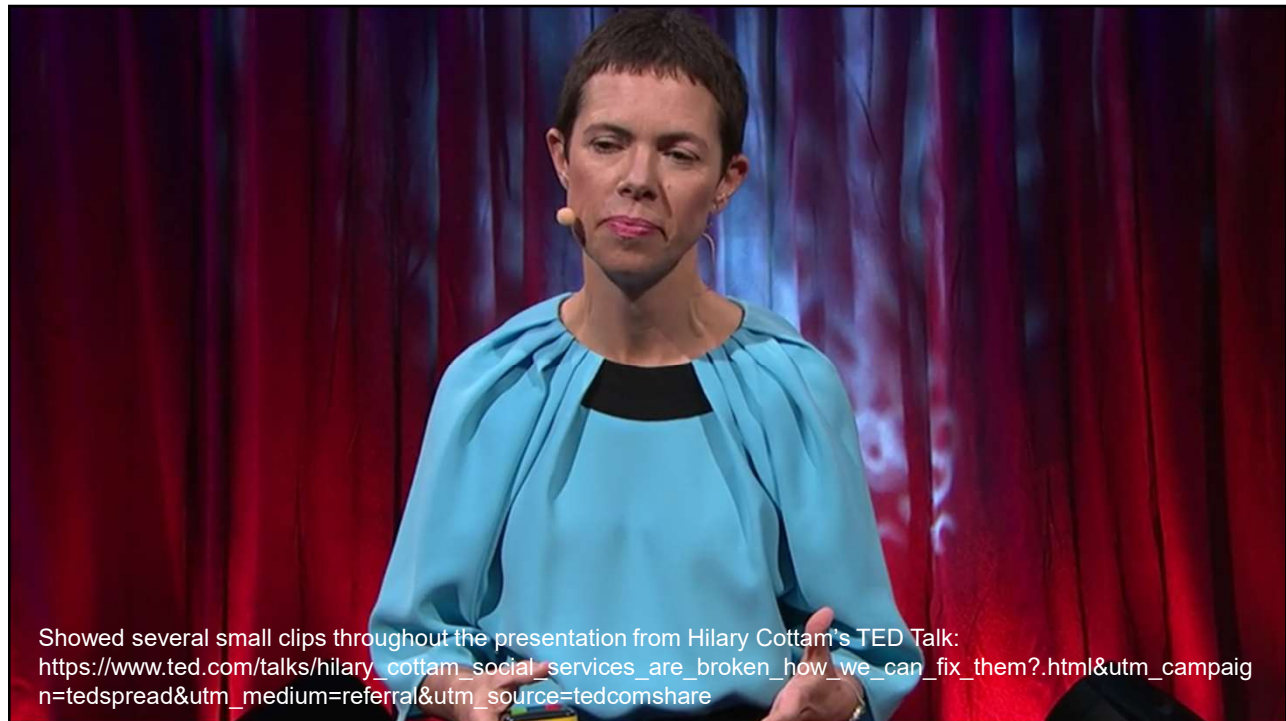
The Shortcut to **SUCCESS** in Social Services

STACI GHNEIM

Utah Governor's Office of Management & Budget

Government Work Environments





Generic Solution

1. The System Goal
2. Challenges to Improving Goal Performance
3. Vicious Cycle and Focal Point to Flip
4. Virtuous Cycle and Focal Point of the Solution
5. The Decision Tree or Solution Map



**The generic solution
was developed in association with
three state social service agencies**



utah department of
human services



OUR GOAL

**Improve quality outcomes for
the most people as efficiently
and effectively as possible**



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The Challenge: Demand vs Revenue



Each year, social service agencies serve an increasing number—hundreds of thousands—of vulnerable Utahns



These agencies are among the largest in state government, expending significant portions of the state budget



There is a growing gap between demand and available revenue for these services



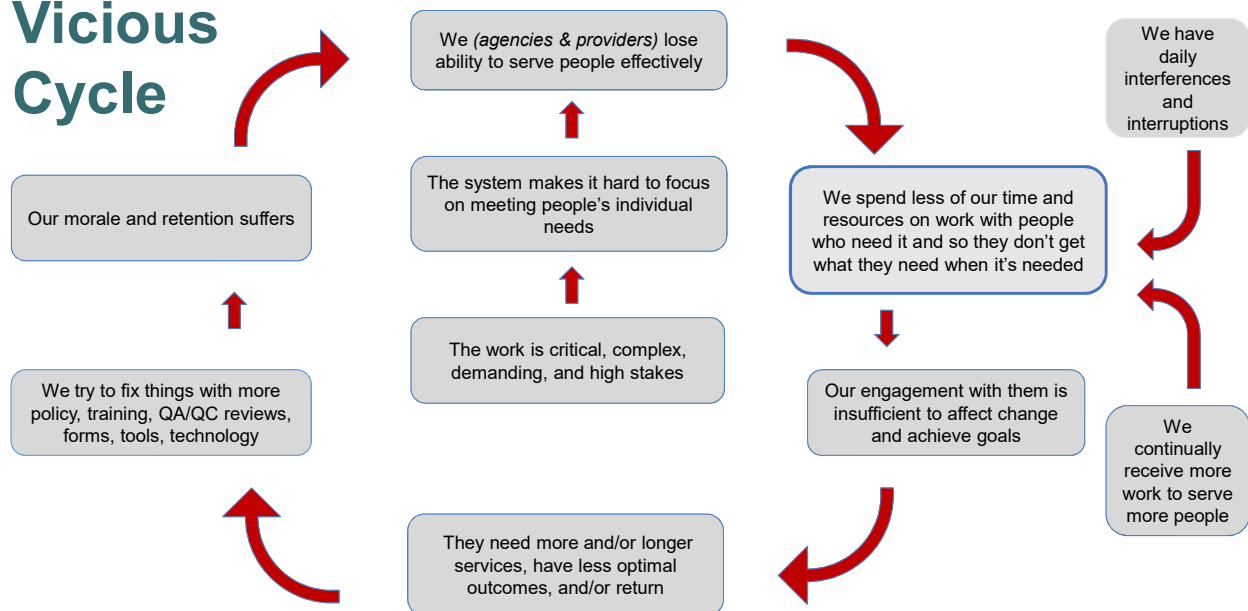
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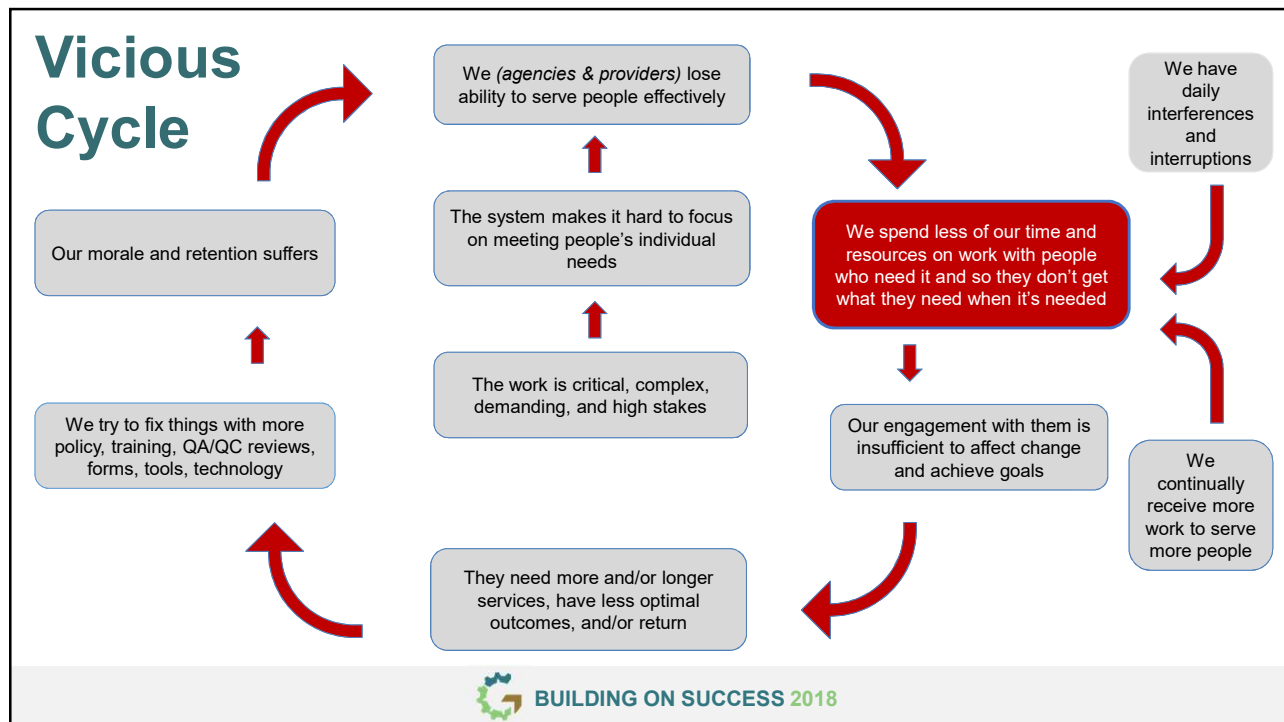
System Challenges

- ⚙ The work is complex, demanding, and high-stakes
- ⚙ The system makes it hard to focus on people and their individual needs
- ⚙ We continually receive more work with greater needs
- ⚙ There are constant changes and daily interruptions
- ⚙ Our workforce experiences trauma and has low morale and retention
- ⚙ We don't have capacity to serve people effectively
- ⚙ We have too much policy, training, forms, etc.
- ⚙ We don't have time to build trusting motivational relationships with people
- ⚙ People don't get what they need when they need it
- ⚙ We spend less of our time and resources on work with those who need it
- ⚙ People don't get what they need when they need it so they deepen or return



Vicious Cycle





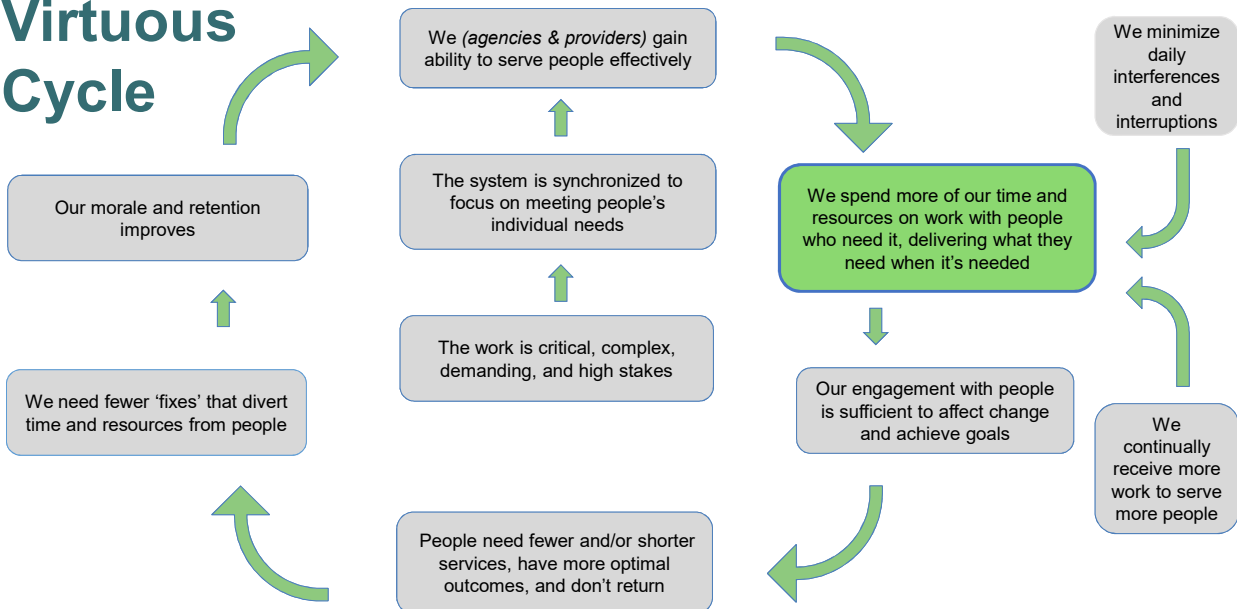
Focal Point

We spend more of our time and resources on work with people who need it, delivering what they need when it's needed



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Virtuous Cycle



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If we don't bother to verbalize our intuition, we, ourselves, will do the opposite of what we believe in.

- Eli Goldratt



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Map the Solution

GOAL

SOLUTION

Strategy

Tactic

Tactic

Tactic

Strategy

Tactic

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Strategy

Tactic

Tactic

Tactic

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We spend more of our time and resources on work with people who need it, delivering what they need when it's needed

Set Management & Stakeholder Mindset for Focus, Flow & Quality

Understand the big picture social service system and the system's role in it

Understand SUCCESS Framework, generic solution, and pilot results

Work through concerns and apply generic solution to program design

Take ownership of sustaining and improving flow and quality

Give permission and empower teams to make improvements

Plan Project

Complete project charter template, including inventory stop/continue

Define standards, success criteria, and metrics

Create project full kit to start

Launch communications, implementation, and sustainability plan

Generate Capacity

Reduce interferences

Define, design and implement rules of flow

Customize visual tools for more effective capacity management & implement

Apply Capacity to Growth & FITT Implementation

Frequency & Intensity: Frontload resources and activity, concentrate dosage, prevent and intervene early

Time: Set and work toward measurable aggressive and appropriate targets using milestone management

Type: Appropriate EBPs and skills used to quickly build and sustain relationships of trust and buy-in to tap the individual's intrinsic motivation and timing for change



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FITT Explained

FREQUENCY, INTENSITY, TIME AND TYPE OF ENGAGEMENT

CONCEPT	EXAMPLE
FREQUENCY (the pace, oftenness)	Workout Daily; Meet with Trainer Weekly
INTENSITY (the degree, depth, or concentration)	60 Mins: Cardio Level 4 & 30 Push Ups
TIME (the duration, length, or timing)	1 Month
TYPE (the nature, content, or substance)	Cardio: Elliptical; Strength: Push Ups



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Critical Components

- 1.** Implement operational strategies to generate capacity and improve quality
- 2.** Allocate capacity to the goal-producing 'critical activity:' direct work with clients
- 3.** Design system to subordinate to clients and what's best for them; serve as early, intensively, and briefly as needed
- 4.** Synchronize services within and across programs
- 5.** Create management information and controls for proactive, preventive, and actionable intelligence



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Workshops

- Achieving Breakthrough Results at the Utah State Hospital
- Intense Focus Extreme Results: Juvenile Justice Services
- Family Employment: Workforce Services



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THANK YOU

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